



Ziad S. Ojakli
Group Vice President
Government & Community Relations

801 Pennsylvania Ave, NW,
Washington, DC 20004 USA

November 7, 2017

The Honorable Kevin Brady
Chairman
Committee on Ways and Means
U.S. House of Representatives
Washington, D.C. 20515

Dear Chairman Brady,

As an American automaker with more than 85,000 U.S. employees, we appreciate your positive steps and strong commitment to advance tax reform to help make our nation more competitive by supporting American investment and jobs.

Over the last five years, Ford has invested more than \$12 billion in its U.S. factories. We have more U.S. hourly employees and produce more vehicles in the U.S. than any other automaker. We also continue to expand our ranks of high-tech engineering, research and IT jobs in the U.S. and each year, we invest nearly \$7 billion in research and development, the vast majority of which is conducted in the United States.

We fully support your efforts to shape a framework with key provisions in the proposal that we believe support U.S. growth which include:

- Permanent and immediate corporate rate cut to 20 percent;
- Fair transition treatment from the current tax system to the proposed one; and
- Reasonable cost recovery periods for America's investment and innovation needs.

Thank you for your continued support of American-based manufacturing and moving it forward toward the globally competitive position it deserves. We look forward to working with you as this legislative process continues.

Sincerely,

A handwritten signature in black ink, appearing to read "Ziad Ojakli", with a stylized flourish at the end.